

2018-20 Strategic Plan

TVF&R's Strategic Plan serves as a two-year guideline for managers as they develop and prioritize annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The mission, vision, and values statements outlined below define TVF&R's purpose and intention. The plan also outlines organization-wide goals and corresponding strategies proposed to move the agency toward the stated vision. Divisional/departmental tactics, developed and reported by managers in line with their annual budgets, further focus the organization's work toward achieving its priorities.

Mission

Tualatin Valley Fire & Rescue is committed to creating safer communities through prevention, preparedness, and effective emergency response.

Vision

Developed jointly with the Board of Directors, the statements below comprise our shared vision for optimal safety in our community. We invite community members and partner governmental agencies to help us advance a community with the following attributes:

- Protection from fire, medical, and other emergencies is achieved through targeted, proactive risk-reduction strategies. When emergencies do happen, skilled personnel provide fast and effective response services.
- Education delivered to residents and businesses motivates their active role in emergency preventions, preparedness, and resilience measures. Our personnel take steps to ensure this in their own lives as well.
- Cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.

In fulfilling this vision, we are committed to being an organization that:

- Aligns to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and exemplify the concept of good government.
- Fosters an inclusive and respectful workforce engaged in, and welcoming, of the attributes and characteristics of our diverse community.
- Anticipates, influences, and adapts to growth and change to ensure excellent service delivery. To do so, we make data-informed decisions, manage a high-performing workforce, and maintain active community outreach.
- Manages in a sustainable manner.
- Participates in improvement of the public safety industry and local services.

Values

A plan cannot anticipate every decision that we will make, and no amount of training can cover every situation that will confront members of our organization. That is one reason why we have defined three core principles — known to the members of Tualatin Valley Fire & Rescue as the “Chief’s Bull’s-Eye” — as a reminder to all members of our organization that excellence is achieved only when decisions are made consistent with these cornerstones:

Safety and Performance — Employee and volunteer safety shares top priority with getting the job done well. Everyone who comes to work, goes home from work, and everyone is expected to perform their jobs at the highest level possible. We will create safer communities by reducing the risk of emergencies through risk reduction and preparedness programs.

Despite our best efforts of prevention, when response is required, it will be effective and purposeful. We will seek innovations and external partnerships to increase efficiencies and maximize resources, and will serve as role models for implementing change in our industry.

Customer Service — Serving our community is a privilege. Whether it’s a true emergency or a situation where a resident has simply exhausted their personal resources, we will exceed the expectations of our community.

Professionalism — We recognize that we are accountable to the public we serve and will be good stewards of the finances and resources entrusted to us. We will conduct ourselves in a manner that brings credit to the organization and the fire service while both on and off duty. We put people first, treating our citizens and coworkers with honesty, dignity, and respect. When diverse opinions emerge, we are consensus builders who do what is best for our community and organization. In the same manner, we strive to maintain collaborative labor management relations.



2018-20 Goals and Strategies

1. HEALTH

<p>GOAL: Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.</p>	
<p>EXPECTATIONS:</p> <ul style="list-style-type: none"> • All personnel understand organizational priorities and are working in a cohesive, strategic direction. • Information flows between and is consumed by all levels so that individuals and teams are connected. • Individual and organizational health/wellness, safety/security, and preparedness are maximized. • Potential risks and subsequent impacts are considered before taking action that involves personnel, financial, and physical resources. 	
<p>STRATEGIES:</p>	
1A	<p>Improve communication and education on TVF&R's strategic direction and priorities, core services, business and financial model fundamentals, and related challenges.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • Research, adapt, and advance methods to increase and simplify consumption, and prompt feedback. • Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand video. • Update official written communications as needed to ensure clarity on what is current policy and procedure.
1B	<p>Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same.</p>
1C	<p>Promote targeted health and wellness resources for non-line employees.</p>
1D	<p>Promote access to and awareness of available behavioral health resources.</p>
1E	<p>Increase supervisor/employee discussion around personal preparedness goals.</p>
1F	<p>Conduct proactive and focused business/financial planning to inform resource decisions.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> • Model anticipated effects and means of meeting expected/continued personnel cost increases. • Outline a roadmap for future bond and levy measures. • Monitor land-use planning, urban service agreements, urban renewal, and economic development initiatives affecting the service area. • Monitor growth and development trend analysis.

2018-20 Goals and Strategies, continued

2. PERFORMANCE

<p>GOAL: Advance a high-performing organization and workforce with particular focus on the core functions that improve fast and effective emergency response and community risk reduction.</p> <p>EXPECTATIONS:</p> <ul style="list-style-type: none"> Organizational performance improves as a result of exemplary individual and team performance. Sustained, targeted efforts aim to understand and mitigate common hazards. Business tools and technologies inform performance targets and strategic decision-making. Ongoing, data-informed deployment modeling identifies optimal system and infrastructure modifications. Managers clearly communicate expectations, track individual and team performance, and acknowledge their contributions. A skilled workforce, aligned with short- and long-term demands, is maintained through: <ul style="list-style-type: none"> Training and development programs Outreach and recruitment initiatives Proactive business processes for workforce planning Responsible compensation practices Inclusive and supportive working environments <p>STRATEGIES:</p>	
2A	<p>Evolve assessment tools to better define operational performance trends and inform resource decisions.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> Optimize mobile incident intelligence applications Capture post-fire review in the incident records management system Refine response time definitions and measurements Capture occupancy and code compliance data in the EGIS spatial platform Retool peer review and quality improvement processes
2B	Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics.
2C	<p>Implement planned technology initiatives that improve connectivity and support organizational and response performance.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> New CAD/AVL applications and evaluation EGIS analytics and standards of cover applications Mobile incident intelligence software implementation Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements Office 365 migration and training MUNIS ExecuTime implementation (e-timesheets)
2D	Examine organizational and work group technology workflows; optimize capabilities.
2E	Develop and maintain a strategic technology roadmap for well-timed system and resource enhancements; cross plan with facility improvements/construction and capital planning.
2F	Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives.
2G	Expand and evaluate mobile training resources for proof of concept; align with future facility investments.
2H	Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce.
2I	Promote available educational resources for fostering positive, respectful, and inclusive work environments.

2018-20 Goals and Strategies, continued

3. OPPORTUNITIES**GOAL:** Carefully evaluate and then execute, or dismiss, emerging opportunities.**EXPECTATIONS:**

The District will only engage in opportunities that contribute positively toward:

- Fast and effective emergency response
- Community health and safety
- Efficiency and financial resilience
- Cooperative partnerships, resource sharing, and integrated regional service delivery

STRATEGIES:

3A Advocate for system improvements jointly with partner agencies.

Critical Initiatives:

- Improved patient care standards and EMS systems integration
- WCCCA radio system replacement
- Consensus on standardized dispatch policies and practices
- FirstNet public safety broadband network buildout in Oregon
- Opticom modernization (or equivalent)
- Fire Data Lab participation

3B Construct, outfit, and occupy a new Logistics facility.

3C Complete planned land purchases for future fire stations.

Final Report: 2016-18 Goals, Strategies, and Organizational Tactics

Following is a recap of progress toward the 2016-18 TVF&R Strategic Plan. As to be expected, over the course of two years, organizational priorities shifted due to emerging opportunities and circumstances, such as expansion.

1. HEALTH

GOAL: Build an organization with a shared mission, effective communication, and engaged, resilient personnel.				STATUS OF TACTICS: → Ongoing ✓ Complete ✗ No longer relevant	
EXPECTATIONS:					
<ul style="list-style-type: none"> Our actions demonstrate, at all levels, that people are the foundation of our success. Information flows between all levels so that individuals and work units are connected. All personnel understand and are working in a unified strategic direction. Personal and organizational health and wellness are maximized. Individuals take positive action to further the organization's reputation and interests. 					
STRATEGIES		ORGANIZATIONAL TACTICS		STATUS	
1.1	Operate with a people-first focus.	1.1.1	Leadership maintains availability for our people.	→ Ongoing	
<p><i>1.1 and 1.1.1. proved difficult to track and measure. Since they outline principles toward which continual efforts should be made—not just for two-years—the District's Values Statement was revised to memorialize this as a core tenant. Consistent with this, the HR Director and Financial Controller conducted more than 20 face-to-face station visits to discuss current affairs, organizational priorities and initiatives, review financial information, and gather employee feedback on how their teams can best support the crews.</i></p>					
1.2	Build an environment that supports improved employee engagement.	1.2.1	Organizational responsiveness to personnel needs; personnel responsiveness to organizational needs.	→ Ongoing	
		1.2.2	Conduct a workforce survey to determine if relationships are being fostered across the organization.	✓ Complete	
		1.2.3	Build collaborative, respectful and sustaining internal relationships at all levels.	→ Ongoing	
<p><i>Recognizing that focus in these areas is important at all times, and not well-suited or adequate as a short-term measure, the District's Values Statement was revised to reflect this as a core tenant.</i></p> <p><i>Consistent with this, HR arranged retirement planning trainings in response to an uptick in employee inquiries. Targeted orientation training supported integration of former Newberg and District 2 personnel. Other engagement opportunities include the recruitment outreach team, the mentoring program for new line personnel, software beta-testing, the restructured peer support counseling team, and the peer fitness trainers. Also, Operations and HR personnel participated in the ErgoMetrics Fire Team pilot project to evaluate the redeveloped firefighter candidate test.</i></p> <p><i>Nearly 50 people participated in a strategic planning process focus group. Common themes included concern for morale/culture drift, and perceived shortfalls in employee connection and understanding of District priorities, especially after rapid organizational expansion. Participants highlighted the need to unify, adhere to high standards, and bridge knowledge gaps through timely communication.</i></p> <p><i>Annual all-personnel compliance training on respectful workplaces, harassment, and discrimination was delivered. Battalion chiefs and station captains received four-hour inclusion and unconscious bias training, which is scheduled for Lieutenants in the new budget year.</i></p>					

Final Report: 2016-18 Goals, continued

1. HEALTH

1.3	Maintain adequate staffing	1.3.1	Based on known projections, hire, develop, and promote staff at a rate that keeps pace with District need.	✓ Complete
<p><i>1.3 and 1.3.1 proved ambitious and impractical, given finite budget parameters and the realities of rapid expansion. Staffing decisions were prioritized to maintain the core functions of fast/efficient emergency response. Staff enacted an 18-month staffing matrix and related monthly update/review process that is effective to ensure adequate operational staffing. Retirement projections, injury/illness leaves, and service/deployment changes are considered. During the biennium, the District conducted three career firefighter academies (31 graduates), two single role paramedic academies (20 graduates), two volunteer academies, and 35 promotions. Even with Newberg and District 2 employees transferring in, workload for support functions increased with the expansion; attention to workload balance is needed moving forward.</i></p>				
1.4	Develop a comprehensive internal communications framework.	1.4.1	Create a digital communications medium that remains current.	✓ Complete
<p><i>The management team determined the portfolio of tools that will be used in combination with briefings through the chain of command. This includes the Pulse e-newsletter, and short video briefings and operational updates available on the intranet and Target Solutions. Further refinements to this framework will be explored, including the collaboration and notification features of the MS Office 365 applications.</i></p>				
1.5	Support development of individual and organizational success.	1.5.1	Implement the full scale of the Talent Management program.	✓ Complete
<p><i>Supervisory performance management training was delivered with rollout of the Halogen software and a standardized employee evaluation schedule (trimester/administrative; semi-annual/line). This format encourages more frequent touchpoints to align and track work plans to organizational priorities, and outline employee development goals (e.g., promotion, education, skill development). Core, managerial, executive, and responder-specific (firefighter and paramedic) competencies were incorporated in the updated job descriptions to clearly define expectations and ensure "the right fit", setting employees and the organization up for success. The apparatus operator and officer development programs, and related materials/policies, were retooled for relevance and format. Over 100 individuals were enrolled at the end of fiscal year 2017-18.</i></p>				

Strategic Plan, continued

Final Report: 2016-18 Goals, continued

1. HEALTH

1.6	Prioritize individual and organizational preparedness.	1.6.1	Assign responsible parties to, and complete, the 12 prioritized organizational preparedness tasks identified through District exercises and incidents.	→ Ongoing	
<i>Staff implemented the Send Word Now emergency employee/family notification system, a major emergency reserve apparatus staffing model, regional staff resource sharing arrangements, and briefings on supply caches. Assignments have been made for the remaining tasks.</i>					
1.7	Optimize resources to support personal wellness and resilience.	1.7.1	Implement Field Decontamination processes post fire incidents.	✓ Complete	
		1.7.2	Evaluate and replace where needed, personal infectious disease PPE.	✓ Complete	
		1.7.3	Expand the scope of mindfulness-based resilience training.	→ Ongoing	
<i>All health/wellness data was integrated into one electronic records management system, and an electronic injury tracking tool was added, supporting trend identification/analysis and medical surveillance. OHW staff and the safety committee addressed specific identified risk behaviors (e.g. ankle injuries). OHW and HR conducted physicality assessments on 25 positions identifying job specific requirements (e.g., pushing, pulling, carrying, lifting). Some assessments identified the need for ergonomic adjustments, changes to practice, and positions for which pre-employment physical capacity assessments should be conducted. Logistics Division managers identified department-specific safety compliance training requirements and related training tools.</i>					
<i>The peer support counseling team was restructured and expanded; the team completed the IAFF Behavioral Health Awareness training. TVF&R's Behavioral Health Specialist delivered mindfulness-based awareness training to interested personnel, and as part of the recruit academy curriculum.</i>					

Final Report: 2016-18 Goals, continued											
GOAL: Create a fully accountable system of performance management at all levels of the organization, with particular focus on the core functions that improve fast and effective emergency response.											
EXPECTATIONS: <ul style="list-style-type: none"> Managers communicate clearly-defined competencies and performance objectives for the individual, unit, organizational and system level. All personnel are fully committed and accountable to individual competency in their assigned positions, and all workgroups/units are contributing consistently toward achieving performance objectives. Performance management systems are in place, and continually refined, to track and report progress toward performance objectives and expectations of the Board of Directors and the communities we serve. 											
<table border="1"> <thead> <tr> <th>STRATEGIES</th><th>ORGANIZATIONAL TACTICS</th><th>STATUS</th></tr> </thead> <tbody> <tr> <td rowspan="3">2.1 Using existing resources, reduce the total response time performance of the first arriving unit to 8 minutes and 12 seconds for 90% of all Code 3 incidents in the Metro/Urban Planning Zone.</td><td>2.1.1</td><td>Reduce the turnout time performance to 1 minute and 30 seconds for 90% of all Code 3 incidents.</td></tr> <tr> <td>2.1.2</td><td>Move to “speed and weight” deployment.</td></tr> <tr> <td>2.1.3</td><td>Accurate data reporting by all companies.</td></tr> </tbody> </table> <p><i>Turnout time reduction was incorporated into station captains’ and chief officers’ performance evaluation goals and the focus of targeted training and interventions at the crew level. Data analysis indicated a reduction over five years in turnout time and total response time performance; however, it was not a significant improvement, and did not meet the time benchmarks in 2.1 or 2.1.1 during the reporting period. Multiple factors affected response performance, including the scope of service area expansion, deployment changes, and increasing traffic and population density. Data modeling indicates the potential for improvement in response time performance with completion of the expansion plans described under 2.2 below. Staff also identified shortfalls in relevance, appropriateness, and usefulness of the chosen calculation methodology. They researched analysis methods and were approved to apply modifications to more than 10 years of performance data and the response time expectations outlined in the Standards of Cover update.</i></p> <p><i>To support response efficiencies, new station alerting systems and mobile data devices were installed in the previous Newberg and District 2 stations and apparatus. Rapid response cars were added to targeted Code 3 incident types, to take advantage of their arrival speed as compared to the larger apparatus (speed and weight deployment). Crews and company officers received training on accurate data reporting. Fire reports were reviewed for accuracy in incident type classification. More focused effort toward accurate data reporting will occur with planned technology rollouts in the next two years, and continual CAD refinement.</i></p>		STRATEGIES	ORGANIZATIONAL TACTICS	STATUS	2.1 Using existing resources, reduce the total response time performance of the first arriving unit to 8 minutes and 12 seconds for 90% of all Code 3 incidents in the Metro/Urban Planning Zone.	2.1.1	Reduce the turnout time performance to 1 minute and 30 seconds for 90% of all Code 3 incidents.	2.1.2	Move to “speed and weight” deployment.	2.1.3	Accurate data reporting by all companies.
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2. PERFORMANCE

Final Report: 2016-18 Goals, continued

2. PERFORMANCE

2.2	Implement the expansion plans tied to the Local Option Levy in order to achieve system performance enhancements.	2.2.1	Land purchased for all eight sites identified in the LOL planning process.	→ Ongoing
		2.2.2	Complete construction of Stations 55.	✓ Complete
		2.2.3	Based upon analysis, move, staff and deploy operational assets as needed.	→ Ongoing
<p><i>To date, the levy has funded construction and/or land purchases for all but three of the identified sites where substantial analysis indicated resources would have the most benefit. Staff is narrowing down site options for the other three. Levy funds also supported three station remodels, additional response apparatus and fleet vehicles, 40 union positions (firefighter, EMS, and training officers), and some support staff positions.</i></p>				
2.3	Support the WCCCA Computer Aided Dispatch (CAD) replacement to reduce system delays.	2.3.1	Develop "collaborative dispatch" policy position.	→ Ongoing
<p><i>Staff participated in executive leadership and user forums to support the CAD replacement project. The Logistics Division Chief lead the three-county device interface design effort. Communication staff installed software on TVF&R apparatus and devices. Planning staff updated all TVF&R mapping software. Since CAD went live in March 2018, it is too soon to evaluate system efficacy and AVL-supported closest force dispatching. Work remains to track, evaluate, and adjust for AVL and other applications, as well as to mitigate CAD and MDC issues identified by the crews. Consensus between agencies on a collaborative dispatch policy or other means to lower dispatch times will remain a priority.</i></p>				
2.4	Establish an organizational data strategy.	2.4.1	Refresh all staff on EGIS vision and subsequent planned actions.	✓ Complete
		2.4.2	Understand current data strategies used by comparable agencies.	→ Ongoing
		2.4.3	Understand current NFPA and NAPSG data standards and how they can apply to the creation of a District data strategy.	→ Ongoing
<p><i>A comprehensive data strategy was deferred, and efforts refocused on drafting a preliminary data policy. Staff reviewed National Fire and GIS data standard updates and participated in NFPA National Data System project advisory groups and work sessions. TVF&R is a mentor agency for the Fire Data Lab partnership (described under 2.8 below). EGIS refreshers were delivered at company officer training sessions and during routine station visits. Additional tools and reference resources were added to the intranet site.</i></p>				

Final Report: 2016-18 Goals, continued

2. PERFORMANCE

2.5	Define key performance indicators for individual, unit and workgroup performance in all Divisions.	2.5.1	Update job descriptions to accurately reflect individual performance expectations and required competencies. Identify divisional/departmental leads responsible to complete this tactic.	→ Ongoing
		2.5.2	Division/department heads identify top three KPI for next 12 months.	→ Ongoing
		2.5.3	Define KPI for the core business model. At least one EMS related call type, one Fire related call type and one Special Team related call type.	→ Ongoing
<p><i>All administrative grade job descriptions were updated for format, content, and to incorporate a standard set of core competencies defining expectations for all employees. Manager grade job descriptions will be finalized in the new fiscal year and reflect a set of managerial and executive competencies as appropriate. Responder competencies were identified for firefighter and paramedic positions.</i></p> <p><i>While valid in concept, 2.5, 2.5.2 and 2.5.3 were difficult in implementation—partly due to competing priorities, but also as the management team wrestled to narrowly define the appropriate use and type of KPI. More work on technology to support objective data collection is needed. The EMS quality improvement (QI) process was retooled to include new KPI for systems of care (e.g., STEMI, cardiac arrest, advanced airway/rapid sequence intubation, stroke), and improved feedback to crews. Logistics departments tracked KPIs for recruit academy outfitting, mobile data computer uptime, IT service requests, and building maintenance, utility costs, and emergency repairs.</i></p>				
2.6	Define competency models for all positions.	2.6.1	Identify leads for each model and conduct discovery process.	→ Ongoing
<p><i>Core, managerial, executive, and responder-specific competencies were incorporated into the updated job descriptions. The core competency set applies to every position. Where applicable, the Civil Service Commission reviewed and adopted the competencies. More competency sets will be developed in the future.</i></p>				
2.7	Provide training and support systems for individual employee performance and development.	2.7.1	Institutionalize the formal Officer Development Program.	→ Ongoing
		2.7.2	Create a culture of understanding the importance of performance management while implementing performance management software.	→ Ongoing
<p><i>The apparatus operator and officer development programs, and related resource materials and policies, were retooled for relevance and format. Over 100 individuals were enrolled in the development programs at the end of this reporting period. The Halogen software and the standardized employee performance review schedule (trimester/administrative; semi-annual/ line) provide a framework to support regular interaction between supervisor and employees on defining and achievement toward performance expectations, and to outline employee development goals (e.g., promotion, education, skill development.)</i></p>				

Final Report: 2016-18 Goals, continued

2. PERFORMANCE

2.8	Identify external organizational evaluation processes that validate and improve District performance.	2.8.1	Receive GFOA awards for the Annual Budget, CAFR and PAFR.	→ Ongoing
		2.8.2	Have a clean annual audit.	→ Ongoing

The Insurance Services Office (ISO) Public Protection Classification rerating process resulted in maintained or improved scores in all areas; the recently annexed areas realized substantially improved ratings. TVF&R received the highest rating in the State, to date, on the risk reduction criteria.

TVF&R joined 25 other agencies in the Fire Data Lab partnership for performance data comparison, collaboration, and advanced analytics tools. Staff attended Fire Data Lab workshops and visioning summits focused on identifying and overcoming data challenges.

Energy Trust of Oregon conducted site evaluations on each TVF&R facility based on their best practice models. Facilities staff developed a game plan for each facility. Examples of resulting improvements include installation of high efficiency exterior lighting and remote HVAC monitoring systems.

Moody's Investor Service affirmed our Aaa bond rating, the highest rating attainable. TVF&R also received GFOA awards for the budget document, comprehensive annual financial report, and popular annual finance report. The annual audit for fiscal years 2015-16 and 2016-17 were clean.

The Portland Business Journal recognized TVF&R as an honoree in the Healthiest Employer of Oregon 2017 awards, which acknowledges companies committed to creating healthy workplaces.

Final Report: 2016-18 Goals, continued

3. OPPORTUNITIES

GOAL: Carefully evaluate, act on, or dismiss identified opportunities.				
EXPECTATIONS:				STATUS OF TACTICS:
The District will only engage in opportunities that sustain or enhance our: <ul style="list-style-type: none"> Ability to provide fast and effective emergency response Efficiency and financial stability Service area Partnerships at the local, regional or state-wide level 				→ Ongoing ✓ Complete ✗ No longer relevant
STRATEGIES		ORGANIZATIONAL TACTICS		STATUS
3.1	Centralize the location of Fleet, Supply, Facilities, and Occupational Health.	3.1.1	Evaluate possible locations and benefits of purchase versus lease versus Certificate of Participation.	✓ Complete
<p><i>The District purchased an existing 40,000 square foot building in Tualatin, centrally located in the service area, for the new Logistics facility to integrate Fleet, Facilities, Supply and Communications operations. Some renovation is planned, with move in targeted before the end of fiscal year 2018-19. Logistics managers and staff are planning the decommission and transfer of their current facilities on the Aloha campus to Washington County.</i></p> <p><i>Newly-constructed, medical office/clinic space has been leased across the street from TVF&R's command center to house the TVF&R Occupational Health and Wellness Clinic and provide office space for the Behavioral Health Specialist. OHW staff is targeting move in for July 2018.</i></p>				
3.2	Continue planning of new Station 63.	3.2.1	Secure adequate land near 185 th and Farmington.	→ Ongoing
<p><i>Site selection is pending.</i></p>				
3.3	Conduct the Washington County Fire District #2 analysis.	3.3.1	Complete analysis, review findings and complete draft report and operational contract options.	✓ Complete
<p><i>Following a service contract, District 2 voters approved annexation into TVF&R effective July 1, 2017.</i></p>				
3.4	Conduct the Newberg Fire Department analysis.	3.4.1	Complete analysis, review findings and complete draft report and operational contract options.	✓ Complete
<p><i>Following a service contract, voters of the City of Newberg, Newberg Rural Fire District, and TVF&R approved annexation into TVF&R effective July 1, 2018.</i></p>				
3.5	Support regional radio infrastructure replacement.	3.5.1	Support informational campaign efforts specific to the Washington County bond for radio replacement.	✓ Complete
<p><i>The Fire Chief's Office supported the informational campaign efforts that resulted in voter approval to establish the radio bond taxing entity. The necessary portable and mobile radio equipment was purchased and is in storage until project completion.</i></p>				

3. OPPORTUNITIES

3.6	Integrate and enhance emergency medical services role.	3.6.1	Enhance the Mobile Integrated Health Care programs.	→ Ongoing
		3.6.2	Enhance EMS transport within District boundaries.	→ Ongoing
		3.6.3	Support GEMT legislation, state plan amendment authorization and statewide program implementation.	→ Ongoing
<p><i>The mobile integrated health contracted services program did not develop as expected; partly due to a lack of sustained funding sources to support the private/public healthcare partnerships. Targeted patient advocacy and engagement will continue in daily operations.</i></p> <p><i>With the City of Newberg/Newberg Rural service contract (and subsequent annexation), TVF&R assumed responsibility for ambulance transport services in Yamhill County Ambulance Service Area 1. In addition to staffing the rescues with paramedic firefighters, TVF&R added EMS-certified firefighters to staff the engine and truck as four-person crews around the clock through SAFER grant funding.</i></p> <p><i>For the first time in TVF&R's history, 20 single role paramedics were hired and integrated into the response system during the biennium, staffing medic units throughout the District.</i></p> <p><i>The Fire Chief and staff worked with EMS partners in Multnomah and Clackamas County to support evolution of services and participated on the Washington County EMS Advisory Council, along with other fire chiefs in the county, to support and advocate for system-wide improvements to patient care standards and integration. The Fire Chief, staff, and contracted subject matter experts also participated in the Oregon Health Authority's EMS stakeholder work group to support authorization and development of the GEMT Medicaid supplemental payment program. Federal approval for the basic program framework was received in May 2018.</i></p>				
3.7	Implement mobile repeaters for enhanced on-scene communications.	3.7.1	Implement Board Resolution.	✓ Complete
<p><i>Board Resolution 2015-09 authorized the mobile emergency responder radio coverage (MERRC) program allowing an alternate for in-building public safety communications coverage systems, to be funded through new development fees. TVF&R has purchased and programmed two units for beta testing and has requested budget for 10 units in fiscal year 2018-19. Staff also met with area law enforcement partners to advocate for and align a regional approach.</i></p>				
3.8	Evaluate fire department system development charges.	3.8.1	Understand stakeholders, process, politics and finances.	→ Ongoing
<p><i>Executive staff has and will continue to engage with local government and professional association partners to identify the best type and timing for a related legislative initiative.</i></p>				
3.9	Expand community partnerships and corporate sponsorships.			
<p><i>The following are a few examples of the many collaborations in which the District participated during the reporting period. Approximately 250 TVF&R line personnel registered as PulsePoint Verified Responders program to receive alerts from the PulsePoint app and respond off-duty to people in need of CPR and/or suffering from cardiac arrest in nearby private residences. Philips provided the AEDs that responders maintain in their personal vehicles. TVF&R joined local response partners and cities on the Prepare Out Loud educational media campaign, underwritten by KGW television, NW Natural Gas, and PGE. Partnerships with other media agencies helped expand the reach of advertising investments for public education campaigns. The TVF&R Multi-family Fire Reduction Program, which trains apartment complex managers, was underwritten by Kennedy Restoration. School districts, Legacy Health Systems, Tigard Police and Washington Square Mall supported or helped deliver hands-only CPR throughout the community.</i></p>				

Final Report: 2016-18 Goals, continued

3. OPPORTUNITIES

3.10	Engage outside of our organization for exposure to emerging best practices, networking and relationship building.	3.10.1	Appropriately budget for an adequate number of personnel to participate in training outside the District and outside the state.	→ Ongoing	
		3.10.2	Develop consistent connections with HFD, PF&R, CCFD#1 and LOFD.	→ Ongoing	
		3.10.3	Increase targeted external communications on strategic initiatives.	→ Ongoing	
<i>District personnel attended EMS training with allied EMS responders, multijurisdictional disaster exercises, and meetings on various response system initiatives and opportunities with neighboring public safety agencies. Particular focus was placed on developing familiarity and relationships with civic, community, intergovernmental, healthcare, and response system partners in the expansion areas.</i>					
<i>Contingents of personnel also attended conferences, workshops, and forums—and made site visits—to gain insight from subject matter experts or collaborate on such topics as data management and analytics, medical billing, hose and nozzle design/utilization, resource management, fire station and apparatus design, software solutions, cybersecurity/encryption, inventory management, training program design/facilities, occupational health and wellness, behavioral health support programs, EMS systems, and more. TVF&R personnel attended courses at the National Fire Academy, including through the Executive Officer Program. Firefighters from around the country came to the Firemanship Conference, hosted at the TVF&R training center.</i>					
3.11 Evaluate firefighter hiring process.					
<i>HR and line personnel participated in the two-year ErgoMetrics Fire Team pilot project to evaluate their redeveloped firefighter candidate test for relevance as a screening tool. A project summary with proposed alternatives to TVF&R's selection process will be presented for leadership's consideration in fiscal year 2018-19.</i>					

